



City of Columbus  
Mayor Michael B. Coleman

**Commissioners:**

Grady L. Pettigrew, Jr., President  
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Jeffrey D. Porter, Member


## Civil Service Commission

Barbara Gates McGrath, Executive Director

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### MEMORANDUM

To: C.I.F.A. Members and Attendees

From: Michael W. Eccard, CSC Assistant Executive Director 

Date: February 11, 2010

Subject: 2011 Fire Promotional Examinations

Following is a summary of the items discussed at the meeting with the CIFA committee that consists of representatives from Civil Service, I.A.F.F., Fire, and Administration on Thursday January 28, 2010 at 11:00 a.m. The meeting was in preparation for the upcoming fire promotional exams for the classifications of Fire Lieutenant, Fire Captain, Fire Battalion Chief, and Fire Deputy Chief. The following individuals were in attendance.

Attendees: Robert Coles, Fire Deputy Chief, Fire  
Warren Cox, Fire Assistant Chief, Fire  
Michael Eccard, CSC Assistant Executive Director, Civil Service  
Patrick Ferguson, Fire Lieutenant, I.A.F.F.  
Michael Maloney, Personnel Analyst II, Civil Service  
Liz Reed, Personnel Analyst Supervisor, Civil Service  
George Speaks, Deputy Director, Public Safety  
John Swinger, Personnel Analyst II, Civil Service

#### Topics of Discussion:

- Introductions and meeting purpose was presented by Liz Reed.
- The application filing for the next promotional test administration will be available in an electronic format. Candidates will be encouraged to apply online through the Civil Service web site. Notification will be sent to all possible candidates regarding the online registration and application process. The notification could possibly be delivered via all user email or informational bulletins/distance learning.

- The distribution of the internal reading materials will transition from CD format to electronic files available for download or file share through the Civil Service Commission web site.
- Civil Service Commission staff at the Piedmont location will be available for any applicant needing assistance with the registration, application, or reading list download process.
- The proposed Test Results Release Procedures were distributed for review (see attachments). The request to publish the eligible list online is being considered. It will need to be determined if there is any issue with the list being available on a public domain.
- The request for extending the next Fire Battalion Chief eligible list to February 19, 2013 to coincide with the Fire Deputy Chief eligible list will be considered. This may require a Memorandum of Understanding or possible Commission action. The desire is to have the decision in place to be posted with the filing period.
- The union plans to hire a testing consultant, but has not confirmed who that will be for the upcoming promotional exams.
- The test schedule for all promotional exams was distributed. The schedule has appeal and clerical review periods as three sequential days to ensure all unit days have equal access. (see attachment)
- The foreseen need of Subject Matter Experts was discussed. The use of multiple Fire Captains for pilot testing was brought up; doing so would limit the exposure of all test scenarios to an individual SME.
- Civil Service staff will meet with Captain Wilt and Carla Short to discuss a text on the reading list; a section-by-section review will be completed to ensure the information is still accurate and relevant.
- Matters of test day security were discussed. The Commission will consider the possibility of requiring candidates to place picture identification on their desk top for verification that they return to the proper seat should they need to leave the test room before completing the test. When not sequestered, test administrators will emphasize and ensure the candidates exit the testing facility upon completion of the test.

- In the matter of test day materials for the Fire Lieutenant and Fire Captain Tactical Exams; it was requested that additional pages be added to response booklets for candidates needing more response space. The Commission will review and consider this request.
- The Civil Service Commission presented an oral board administration process in which all lieutenant candidates would be administered the exam on the same day and all captain candidates would be administered the test in one day. The exercises would still include live interactions with assessor panels. All of the scoring would be done on subsequent days via video recorded responses. There would still be four boards with three assessors scoring each candidate—two boards for exercise 1 and two boards for exercise 2. This would allow for the sequestering of candidates and result in zero opportunities of candidates who have already taken the test to share information with candidates yet to take the test. The union also requested assurance that DVDs/score sheets match the correct candidate.
- The Civil Service Commission will continue looking at ways to ensure video recording occurs. Technical malfunctions in recording are not an option in single day test administration.
- The review of oral board Scantron sheets will continue to be permitted by both Test Experts, on test day, and candidates after the exam. Please note, although not discussed during this CIFA meeting, the procedures and dates of review regarding this process is planned to take place during the next CIFA meeting.
- A desire to have the Fire Captain Tactical Exercise administered before live boards rather than continuing with written responses was expressed and will be researched for future exams.
- An overview of Critical Score Analysis was presented (see attachment) with a discussion on how to handle cut points for future battalion chief and deputy chief promotional exams. The analysis seems to support the continued practice of passing all fire deputy chief candidates. The Commission plans to continue to use the tactical exercise as sole phase to determine which candidates pass/fail for the battalion chief exam. However, CSC will consider the following grading options: continuing with a ½ standard deviation below the mean cut-point, change to a full standard deviation below the mean cut-point, or change to the Anghoff method with the caveat that the results will be compared to the ½ standard deviation method and which ever method yields the most passing candidates then that method would determine the cut-point.

- A concern was raised regarding the number of lieutenant and captain candidates who will get promoted off of the current eligible list in the early part of 2011, but after cuts are determined for the tactical exercise. If individuals who are currently at the top of these lists apply and take the tests, they would likely pass and drop out of the process after the determination of the cut-points to move on to tactical are determined. While this occurs each administration, with this exam, the impact may be much greater due to estimates of 20 to 30 lieutenants getting promoted in February of 2011. The Commission will discuss to determine if there are any feasible options to address this concern.

Commission staff will consider the feedback provided and update the committee as to the final form of the exams.

2010/2011

Battalion Chief/Deputy Chief Tests	Dates
Filing Period	Sept 13-24
Meet Bachelor's Degree	By Oct 21
Information Sessions	Nov 2 & 4
Last date to turn in proof of degree	Nov 5
Multiple-Choice (a.m.) & Writing Sample (p.m.)	Nov 16
Multiple-Choice Appeals	Nov 17-19
Tactical & Oral Board	Dec 6-10
Clerical Review (MC & WS)	Dec 20-22
BC Tentative Results Out	Jan 21
BC Final Results BC Eligible List	Feb 3 Feb 4
DC Tentative Results Out	Feb 8
DC Final Results DC Eligible List	Feb 18 Feb 20

Fire Lieutenant/Captain Tests	Dates
Filing Period	Sept 13-24
Information Sessions	Sept 28, 29, & 30
Multiple-Choice (Lt only)	Nov 9
Multiple-Choice Appeals (Lt only)	Nov 10-12
Multiple-Choice (Captain)	Nov 16
Multiple-Choice Appeals (Captain)	Nov 17-19
Clerical Review (MC)	Dec 20-22
Results/Invite to Tactical mailed	Dec 29
Tactical Exercise	Jan 11
Tactical Appeals	Jan 12-14
Tactical Clerical Review	March 9-11
Result/Invite to Oral mailed	March 30
Oral Boards	April 11-15
Lt/Capt Tentative Results Out	May 2
Lt/Capt Final Results Lt/Capt Eligible Lists	May 13 May 16

## Fire Battalion Chief & Deputy Chief Critical Score Analysis

Importance of competence at this level

Concerns about Battalion Chief list

Pass point-  $\frac{1}{2}$  standard deviation

Absolute or arbitrary pass point (e.g. 70%).

Angoff Method

Results of Critical Score Analysis

DC  
BC

Future possibilities

Continue with  $\frac{1}{2}$  standard deviation  
Implement Angoff- Risks  
One full standard deviation  
All BCs pass

Figure 1- Standard Normal Distribution

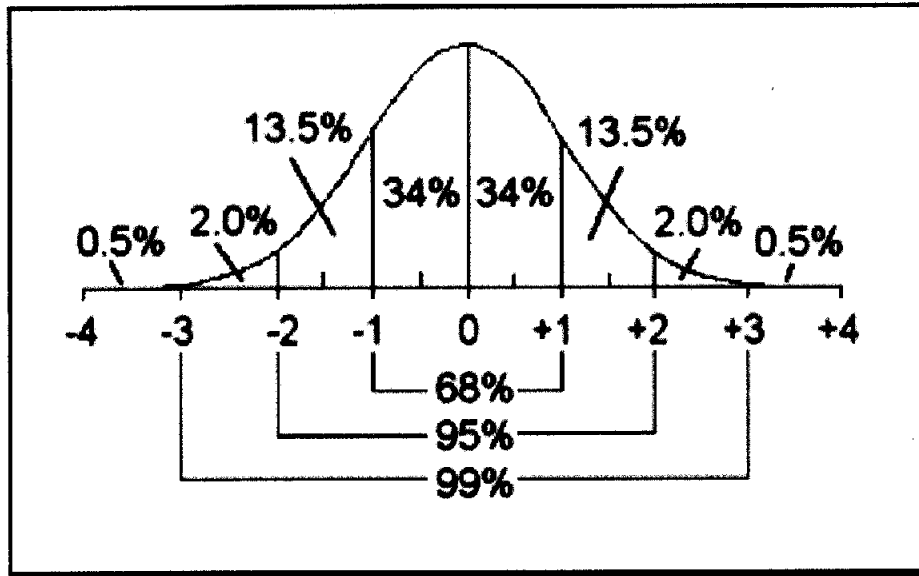


Figure 2- Theoretical Score Distribution 1

Candidate	% of points	
1	160	0.80
2	158	0.79
3	151	0.76
4	146	0.73
5	136	0.68
6	136	0.68
7	134	0.67
8	134	0.67
9	133	0.67
10	133	0.67
11	132	0.66
12	132	0.66
13	131	0.66
14	130	0.65
15	130	0.65
16	129	0.65
17	128	0.64
18	127	0.64
Mean	136.67	

Figure 3- Theoretical Score Distribution 2

Candidate		Z-score	
1	194	1.73	
2	193	1.52	
3	192	1.30	
4	191	1.09	
5	190	0.88	
6	189	0.67	
7	188	0.46	
8	187	0.25	
9	186	0.04	
10	185	-0.18	
11	184	-0.39	
12	183	-0.60	1/2 SD
13	182	-0.81	
14	181	-1.02	
15	180	-1.23	
16	180	-1.23	
17	180	-1.23	
18	180	-1.23	
Mean	185.83		
Standard Deviation	4.73		



Table 1- Angoff Critical Score Evaluation, Deputy Chief

Candidate	Exercise 1 Raw	Exercise 2 Raw	Total Raw	Passed based on Angoff cut?
1	50.67	53.00	103.67	Yes
2	58.34	43.33	101.67	Yes
3	70.67	68.00	138.67	Yes
4	76.00	77.00	153.00	Yes
Total Possible	90	112	202	
Angoff Cut %			35.84%	
Angoff Cut Score			72.40	

Table 2- Angoff Critical Score Evaluation, Battalion Chief

Candidate	Exercise 1 Raw	Exercise 2 Raw	Total Raw	Passed based on Angoff cut?
1	43.33	70.00	113.33	Yes
2	50.67	43.33	94.00	Yes
3	53.33	81.33	134.67	Yes
4	65.00	90.00	155.00	Yes
5	67.00	88.00	155.00	Yes
6	66.67	88.00	154.67	Yes
7	59.33	42.33	101.67	Yes
8	36.00	33.00	69.00	No
9	72.67	72.33	145.00	Yes
10	54.00	42.33	96.33	Yes
11	60.00	69.33	129.33	Yes
Total Possible	97	109	206	
Angoff Cut %			33.50%	
Angoff Cut Score			69.01	

by just 1/100th

**Test Results Release Procedure  
2011 Fire Battalion Chief Exam**

1. On Friday, January 21, 2011 the Civil Service Commission will:
  - issue to the Union's testing consultant the names, raw scores, z-scores, subtotal scores, seniority points, final scores and resultant ranks for the 2011 Fire Battalion Chief Examination.
  - mail to the candidates the tentative results notice indicating their raw scores, raw oral exam scores by dimension, the high, low and mean scores for each phase, and their seniority points.

Based upon the Friday, January 21, 2011 issue date of these results, the 10 day review period will end as of 11:59 pm Monday, January 31, 2011.

2. On Thursday, February 3, 2011 (represents one (1) business day prior to the February 4, 2011 effective date of the list):
  - a final results notice will be mailed to candidates indicating their final score and ranking on the subject eligible list.
  - a copy of the final eligible list will be emailed to the Department of Public Safety and the Union at approximately 11:00 a.m.
  - a copy of the final eligible list will be emailed to the Fire Chief and the CIFA Deputy Chief at approximately 11:15 a.m.
  - the CIFA Deputy Chief will then email a copy of the final eligible list to all Division of Fire email users.
3. Should the Union not retain a testing expert for this exam, the Commission will proceed with this procedure as noted with the exception of issuing the information to the consultant as prescribed in Step 1, Bullet 1.

**Test Results Release Procedure  
2011 Fire Deputy Chief Exam**

1. On Monday, February 7, 2011 the Civil Service Commission will:
  - issue to the Union's testing consultant the names, raw scores, z-scores, subtotal scores, seniority points, final scores and resultant ranks for the 2011 Fire Deputy Chief Examination.
  - mail to the candidates the tentative results notice indicating their raw scores, oral exam scores by dimension, the high, low and mean scores for each phase, and their seniority points.

Based upon the Monday, February 7, 2011 issue date of these results, the 10 day review period will end as of 11:59 pm Thursday, February 17, 2011.

2. On Friday, February 18, 2011 (represents one (1) business day prior to the February 20, 2011 effective date of the list):
  - a final results notice will be mailed to candidates indicating their final score and ranking on the subject eligible list.
  - a copy of the final eligible list will be emailed to the Department of Public Safety and the Union at approximately 11:00 a.m.
  - a copy of the final eligible list will be emailed to the Fire Chief and the CIFA Deputy Chief at approximately 11:15 a.m.
  - the CIFA Deputy Chief will then email a copy of the final eligible list to all Division of Fire email users.
3. Should the Union not retain a testing expert for this exam, the Commission will proceed with this procedure as noted with the exception of issuing the information to the consultant as prescribed in Step 1, Bullet 1.

**Test Results Release Procedure  
2011 Fire Lieutenant and Fire Captain Exams**

1. On Monday, May 2, 2011 the Civil Service Commission will:
  - issue to the Union's testing consultant the names, raw scores, z-scores, subtotal scores, seniority points, final scores and resultant ranks for the 2011 Fire Lieutenant and Fire Captain Examinations.
  - mail to the candidates the tentative results notice indicating their raw scores, raw oral exam scores by dimension, the high, low and mean scores for each phase and their seniority points.

Based upon the May 2, 2011 issue date of these results, the 10 day review period will end as of 11:59pm Thursday, May 12, 2011.

2. On Friday, May 13, 2011 (represents one (1) business day prior to the May 16, 2011 effective date of the list):
  - a final results notice will be mailed to candidates indicating their final score and ranking on the subject eligible list.
  - a copy of the final eligible list will be emailed to the Department of Public Safety and the Union at approximately 11:00 a.m.
  - a copy of the final eligible list will be emailed to the Fire Chief and the CIFA Deputy Chief at approximately 11:15 a.m.
  - the CIFA Deputy Chief will then email a copy of the final eligible list to all Division of Fire email users.
3. Should the Union not retain a testing expert for this exam, the Commission will proceed with this procedure as noted with the exception of issuing the information to the consultant as prescribed in Step 1, Bullet 1.